

Department of Defense (DoD)
Civilian Personnel Management Service (CPMS)
Field Advisory Services - *FAS*
Classification Appeal Decision

DoD Decision:	Maintenance and Operations Supervisor, WS-4701-11
Initial classification:	Maintenance and Operations Supervisor, WS-4701-11
Organization:	Support Group (AFRES) Civil Engineering Division Operations Branch
Date:	October 21, 1997

BACKGROUND

The appellant works at the Support Group (AFRES), Civil Engineering Division, Operations Branch. His job is classified as Maintenance and Operations Supervisor, WS-4701-11. The appellant believes that his job should be classified as Maintenance and Operations Supervisor, WS-4701-12, from which it was downgraded by the activity in November 1995.

SOURCES OF INFORMATION:

1. The activity's letter of August 28, 1997.
2. Telephone audit with the appellant on October 14, 1997.
3. Telephone interview with the activity classifier on October 16, 1997.

INFORMATION IN THE JOB:

The appellant is assigned to Job Number. The appellant, his supervisor and the activity have certified that the job description is accurate. The appellant directs and supervises

the activities of the Operations Branch, which is subdivided into three units, each with its own supervisor. The organization consists of approximately 34 employees, including subordinate supervisors.

STANDARDS REFERENCED:

OPM Introduction to the Position Classification Standards

OPM Job Grading Standard for Federal Wage System Supervisors, dated December 1992

SERIES AND TITLE DETERMINATION:

The appellant does not contest the title or occupational series of his job. The JGS for Supervisors states that the occupational code and title for supervisory jobs is normally derived from the work which best reflects the overall nature of the work operations supervised. Based on the variety of trades supervised, the agency determined that WG-4701, the general series for the General Maintenance and Operations Work Family, best represented the overall nature of the work and we agree with that determination. We also agree with the constructed title assigned by the activity. The appellant's job is properly titled and coded as Maintenance and Operations Supervisor, WS-4701.

GRADE LEVEL DETERMINATION:

The JGS for Supervisors uses three factors for evaluation: Nature of supervisory responsibility, Level of work supervised, and Scope of work operations supervised. The JGS for Supervisors is a "threshold" standard, meaning that a level must be fully met in order to be credited. The standard states that the supervisory situation, which represents the highest level of supervisory responsibility that is fully met by the job, should be selected. A higher situation, which is not completely met, may not be selected even if some of the characteristics of the higher level match those of the job being graded.

The appellant's job is evaluated as follows:

Factor I. Nature of Supervisory Responsibility

This factor considers the nature of the supervisory duties performed, and the type and degree of responsibility for control over the work supervised. This factor describes four basic supervisory situations, which, in sequence, depict successively higher levels of supervisory responsibility and authority for scheduling work operations, planning use of resources, directing work of subordinates, and carrying out administrative duties.

The activity evaluated this factor at Situation #2 and the appellant does not contest this determination. We agree that Situation #2 is met.

Situation #3

Supervisors in Situation #3 are responsible for overall direction and coordination of subordinate work activities and functions. Work operations are of such scope, volume, and complexity that they are: (1) carried out by subordinate supervisors in two or more separate organizational segments or groups, and, (2) controlled through one or more layers of supervision. These criteria are minimally met by the subject job. The appellant has two subordinate supervisors and the organization has one layer of supervision. There are three subordinate sections; however, the position heading one of these sections does not meet the criteria required to be classified as a supervisor.

In addition to the duties described in Situation #2, supervisors in this situation perform the following:

Planning:

- Plan, on a quarterly or longer basis, the overall use of subordinate personnel and other resources under their control;
- Determine resource requirements, materials, and the number of subordinates and types of skills necessary to accomplish work schedules;
- Allocate resources and distribute work to organizational segments or groups under their control;
- Analyze work plans developed by subordinate supervisors and monitor the status of their work in relation to the overall schedule requirements, including unanticipated or emergency requirements;
- Obtain prior approval of changes that would modify or deviate from overall work schedules or affect work operations controlled by supervisors not under their control; and,
- Provide information and advice to higher level supervisors, management officials, and staff organizations on feasibility of work assignments as scheduled, budget estimates, and workload data to assist in developing or reviewing proposed long range schedules and work requirements, and may participate with superiors in planning conferences and meetings.

Work Direction:

- Assign and explain work requirements and operating instructions to subordinate supervisors and set deadlines and establish the sequence of work operations to be followed;
- Maintain balanced workloads by shifting assignments, workers, and other resources under their control to achieve the most effective work operations;
- Review and analyze work accomplishments, cost, and utilization of subordinates

to evaluate work progress, control costs, and anticipate and avoid possible problems by recommending corrective action to superiors;

- Participate with management officials and/or engineering personnel to develop qualitative and/or quantitative work standards;
- Evaluate work operations and review completed work and inspection reports to assure that standards are met; and,
- Coordinate work operations with supervisors of other organizations and functions.

Administration:

- Assure that subordinate supervisors effectively carry out policies to achieve management objectives;
- Recommend promotion or reassignment of subordinate supervisors, make formal appraisals of their performance, and determine their training needs;
- Schedule leave of subordinate supervisors, review personnel actions and performance appraisals initiated by them, act on personnel problems referred by subordinate supervisors, and maintain administrative records; and
- Serve as a management representative at hearings, meetings, and negotiations involving labor management relations.

The JGS for Supervisors instructs that a supervisory situation must be fully met to be credited to a job. In this case, the appellants job does not meet two Work Direction and two Administration criteria at level 3. Specifically, there is no requirement to coordinate work with supervisors of other organizations and the appellant does not serve as a management representative involving labor management matters. Further, there is no indication that work standards (i.e., engineering performance standards) are required or developed. And finally, the limited organizational structure precludes meeting the full intent of level 3 in recommending promotions and reassignments of subordinate supervisors. Therefore, Situation #2 is credited.

Factor II. Level of Work Supervised

This factor considers the level and complexity of the work operations supervised, and their effect on the difficulty and responsibility of the supervisor's job. The activity determined that WG-10 best represented level and complexity of the work in the organization supervised by the appellant and the appellant does not contest this determination.

To determine the level of non supervisory work to be credited under this factor, as indicated in steps 1 and 2 below, consider all substantive work, whether under the direct or indirect supervision of the job being graded, for which the supervisor is technically accountable. Credit should not be given under this factor for work operations involving only administrative responsibility by the supervisor.

The JGS for Supervisors provides a 2-step process for determining the level of work supervised.

Step 1. Identify the occupation (or various occupations) directly involved in accomplishing the work assignments and projects which reflect the main purpose or mission of the work operations for which the supervisor is accountable.

Step 2. Determine the grade of the highest level of non-supervisory work accomplished by subordinates who, under normal job controls, perform the work of one or more of the occupations identified in step 1.

The appellant's work operations are performed by jobs in several different occupational series, including some which are clearly support to the primary mission of the organization. These support occupations are in the Resource and Requirements Section. The primary work of the organization is maintenance and repair of facilities, roads and grounds and the most populous occupations directly involved in this work are Maintenance Mechanic, WG-4749, Engineering Equipment Operator, WG-5716, Electrician, WG-2805, Air Conditioning Equipment Mechanic, WG-5306, Boiler Plant Operator, WG-5402, and Pipefitter, WG-4204. A majority of these jobs (15 of 25) are classified at the WG-10 level, and WG-10 is the highest non-supervisory grade in the branch. Therefore, the level of work supervised is determined to be WG-10.

Factor III. Scope of Work Operations Supervised

This factor considers the scope of the jobs supervisory responsibility in terms of (1) the scope of the assigned work function and organizational authority; (2) the variety of functions the job is required to supervise; and, (3) the physical dispersion, work coordination, and location of subordinate employees. This factor is divided into three subfactors, which are, in turn, subdivided into levels with points assigned to each level. An appropriate level is selected for each subfactor, and the corresponding point values are totaled. The total points are then converted to specific levels under this factor using the conversion chart at the end of the factor. The agency credited level C for this factor. The appellant does not directly contest the activity evaluation.

Subfactor A. Scope of Assigned Work Function and Organizational Authority

This subfactor measures the scope of the assigned work function or mission, i.e., the purpose of the job in the organization, the extent and nature of the jobs authority in relation to the organizational assignment, and the importance of the jobs decisions. The activity credited Level A-3 for this subfactor and the appellant does not contest this determination.

At Level A-3, supervisors have second level or higher supervisory and decision authority for work functions or a portion of a mission requirement. The scope of the mission or work functions typically requires supervisors to utilize several subordinate

supervisors and leaders through structured working relationships among subordinate groups of employees, formal procedures for scheduling and assigning work and work results, and the issuance of instructions through subordinate supervisors and leaders. At this level, supervisors make interpretive decisions within the program limits established at higher levels.

At Level A-4, supervisors have supervisory authority for major work functions or missions. The scope and diversity of work at this level requires supervisors to utilize a large group of subordinate supervisors and leaders typically through two or more levels of supervision to control and manage work functions or missions. Supervisors at this level exercise planning and programming decision authority for the execution of policy made at higher organizational levels. At this level, supervisors must continually evaluate and improve operational effectiveness by studying the work structure and methods, examining various alternatives, calculating benefits to be achieved, and recommending basic changes.

Level A-3 is met. The appellant functions as a second level supervisor over three sections. Formal procedures are established for scheduling and assigning work. The scope of the Field Maintenance Section does not meet level A-4. The appellant is over only one layer of supervision and does not supervise a large group of subordinate supervisors and leaders. The branch consists of about 28 employees in two maintenance sections and a resources section, the latter of which includes about four employees who perform work in support of maintenance operations. The appellant ensures that work is progressing as planned and directs adjustments as needed, but is not required to continually evaluate and improve operational effectiveness by analyzing work structure and methods or studying alternative approaches to accomplishing work or make basic changes to operations as described at level A-4.

This subfactor is evaluated at Level A-3, and credited with 75 points.

Subfactor B. Variety of Function

This subfactor evaluates the difficulties of technical supervision of work functions, which may vary from being essentially similar to markedly dissimilar. Similar or related functions have a common or related body of knowledge, skills, work procedures, and tools. Supervision of dissimilar or unrelated functions require broader technical knowledge and planning and coordination skills than those required for supervision of similar work functions. The activity credited Level B-4 for this subfactor.

At Level B-4, supervisors direct the work of subordinates in two or more dissimilar or unrelated occupations at grades 8 through 13.

At Level B-5, supervisors direct the work of subordinates in similar or related occupations at grades 14 or 15.

Level B-4 is met. The appellant directs the work operations performed by personnel in jobs classified as Maintenance Mechanic, Electrician, Air Conditioning Equipment Mechanic, Boiler Plant Operator, and Pipefitter. Level B-5 is not met, since the appellant does not direct work performed by personnel in jobs at grades 14 or 15.

Level B-4 is credited, for 60 points.

Factor C. Workforce Dispersion

This subfactor evaluates the varying levels of difficulty associated with monitoring and coordinating the work of non-supervisory and supervisory personnel who vary from being collocated to widely dispersed. Dispersion of workforce considers the duration of projects, number of work sites, frequency of dispersion, and the necessity to monitor and coordinate work. It is possible to have no points credited for this subfactor if subordinate employees are located in the same contiguous work area with the supervisor, when dispersion occurs infrequently, or when dispersion is inherent, and the work is performed in the absence of direct supervision. Credit under this subfactor is appropriate only when it can be shown that workforce dispersion significantly complicates the work of the supervisor. The activity did not credit any points for this subfactor.

At Level C-1, subordinate employees are located in several buildings or at worksites within a defined location such as a military base, National Park, or large Federal complex consisting of many multi-floor buildings and support facilities. Work assignments vary in terms of duration; however, most assignments at this level are of limited duration (e.g., a few days or weeks). In addition, this level also includes off base (i.e., within the local commuting area) facility support and maintenance assignments.

At Level C-2, subordinate employees are located in work groups of varying sizes at numerous job sites within large bases (e.g., air rework facilities, supply depots, shipyards, and comparable Federal facilities). Employees or work groups may, on occasion, work outside of the commuting area or across State lines. Work assignments at this level are typically on an ongoing basis and are accomplished within several weeks or months.

Level C-1 is not fully met. With the exception of the Boiler Plant Operators, who are permanently onsite at separate power plants, the employees in appellant's organization are located in a central shop facility and disperse to locations to perform maintenance, repair and office renovation work. And, non-supervisory subordinates are regularly involved in providing maintenance support to five separate and separated areas located in the 3,000-acre airport. However, subordinate supervisors, who are physically located at the central shop, plan and coordinate projects and review work in progress. While the appellant's non-supervisory subordinates perform work away from their permanent duty location, these are journey level workers who require and receive minimal supervision in performing their work. Other than identifying personnel available to

perform assignments at other locations, there is no quantifiable impact on the appellant's job as a result of the dispersion of the subordinate workforce, since his involvement in monitoring and coordinating the work of the dispersed workers is indirect at best. The first-line supervisors are directly responsible for monitoring the performance of work at remote locations and are primarily involved in the coordination of that work.

As is indicated in the JGS for Supervisors, credit under this subfactor is appropriate only when it can be shown that the workforce dispersion significantly complicates the work of the supervisor. While workforce dispersion may complicate the work of the appellant's subordinate supervisors, there is no evidence that the appellant's job is directly and significantly impacted by that dispersion. Consequently, no credit is warranted for this subfactor.

Factor III Summary		
Subfactor	Level	Points
A. Scope of Assigned Work Function and Organizational Authority	A-3	75
B. Variety of Function	B-4	60
C. Workforce Dispersion	none	0
Total		135

A total of 135 points for this factor converts to Level C (115 to 135 points) according to the Point Conversion Chart on page 20 of the standard.

Summary	
Factor	
Factor I. Nature of Supervisory Responsibility	Situation #2
Factor II. Level of Work Supervised	WG-10
Factor III. Scope of Work Operations Supervised	C

By application of the Grading Table on page 24 of the standard for positions evaluated as Situation #2 under Factor I, the intersection in the table where the Level of Work

Supervised (Factor II) is grade WG-10 and the Scope of Work Operations Supervised (Factor III) is Level C equates to a tentative grade of WS-11 for the supervisory job.

Both upward and downward changes from the tentative grade are required based on circumstances described in the standard. None of the adjustment situations described in the JGS are applicable to the appellants job, nor does the appellant contend that there are any factors warranting adjustment of the tentative grade. No adjustment to the tentative grade is warranted, and the appellants job is properly evaluated at grade WS-11.

DECISION:

This job is properly classified as Maintenance and Operations Supervisor, WS-4701-11.